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1 JUL 1954

MEMORANDUM FOR: Chief, Planning and Analysis Staff

SUBJECT: Issues Involved in Administration of Junior Personnel Program

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1. Notice No. [ ] does not resolve all of the policy and procedural elements essential to the successful selection and training of Junior Personnel. For various reasons, it was decided preferable to prescribe in the Notice only those minimal processing and eligibility requirements needed for Agency-wide dissemination, thereby reserving unto the AD/P and the DTR considerable latitude and discretion in determining the general tenor of the program within the confines of the Notice.

2. Accordingly, there are several issues that must be decided jointly by the Offices of Personnel and Training before the modus operandi of these Offices and the Committee for Career Development of Junior Personnel can be established. The undersigned considers the following issues to be the principal ones that should be resolved prior to launching the Program:

a. Review of Applications Prior to Submission to the Committee

(1) Upon receipt of an application in the Office of Personnel, it must be acknowledged and then simultaneously reviewed by the Offices of Personnel and Training

(a) PUD should make an initial check to determine that the applicant meets the eligibility criteria; when applicable, it should notify the individual or the officials concerned of any unfulfilled requirements that must be met before the application can be processed.

(b) There should be a single liaison between the Committee and the individual or operating officials during the processing stage, presumably PUD.

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(c) JOT Division, OTR, should be given a copy of each application upon its receipt in OP.

(1) JOT Division apparently considers it advantageous to cumulate applications in groups in order to make a comparative analysis of the assessments. This arrangement will presumably be followed initially since a rush of applications are expected. However, it should be decided now whether applications would be accumulated after the initial allocations of slots in order to permit group appraisals or whether it would be more realistic, consistent with the Notice and favorable to morale if eventually applications are reviewed and acted upon individually when received.

(2) If applications are cumulated for group assessment and evaluation does this approach mean that:

(a) That the Committee should be convened whenever a group of candidates are accumulated, assessed by OTR and staffed out by PUD?

(b) That it should be convened at periodic intervals and during such intervals candidates would be processed for consideration by the Committee?

(2) Prior to the meeting of the Committee, the JOT Division and PUD should meet jointly on each case after they have separately staffed out an application to determine if they can assume a compatible approach in preparing recommendations to their respective office heads.

b. Allocation of Slots

(1) Once it is decided how many JOT slots may be allotted for the Program (an issue in itself) should the Committee pre-determine that a certain number will be held in abeyance as a reserve for future allocations following action on the initial volume of applications?

(a) If so, should the Committee decide upon a minimum reserve irrespective of the quantity and quality of applications?

(b) Should the Committee clearly define the conditions under which a slot on reserve could be utilized (such as cases involving an overseas applicant, an individual recommended by JOT Division and PUD for special consideration, or an individual previously accepted for future participation when he becomes available at a designated date)?

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(2) Should the Committee establish a minimum reserve and then decide upon the actual reserve after reviewing the general quality of initial applications?

(3) What are the opportunities for increasing the number of slots in the event the total number, with or without a reserve, are absorbed?

(4) Should a deliberate effort be made to stagger the allocation of JOT slots over a considerable period to avoid a large turnover of participants every year or two years. Since a large number of applications are anticipated at the outset and slots will be obligated from one to two years, most slots could be encumbered relatively soon after the inception of the Program and thus the Program could become largely dormant insofar as new applicants are concerned between such periods.

**c. Selectivity Standards**

Since the eligibility criteria in the Notice are merely entrance requirements, standards for determining whether an individual should be selected are as yet undefined. The eligibility criteria are sufficiently liberal to permit application by exceptional, standard, malcontented and surplus types of personnel. Should the Committee seek to define additional qualifying standards for uniform application? If not, will it depend upon the total picture amassed by JOT Division and PUB and ordinarily approve their recommendations in individual cases as long as slots are available?

**d. Conduct of Committee Meetings**


(1) The Committee consists of the AD/P, D/TR and the Head of the Career Service concerned. Consideration should also be given to having the operating official concerned, or his designee, in attendance at Committee meetings when he is not the same official as the Career Service Head, particularly if there is a conflict between these two officials.

(2) The question of frequency of meetings bears reiteration.

(a) Is there any necessity for periodic meetings if there are not slots available to accommodate selections?

(b) Should the Committee formally convene and pass upon applications recommended for rejection by JOT Division and PUB?

Signed

  
Acting Chief  
Plans Branch

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